

APPENDIX A  
REVIEW AND EVALUATION OF CIVILIAN PERSONNEL ADMINISTRATION

1. Leadership and Support by Commander.

a. Accountability.

Commander accepts his role in civilian personnel management? Understands the authority he has? Accepts Civilian Personnel Officer as member of his key staff? Commander has "open door" to Civilian Personnel Officer? Looks to CPO to brief him and staff on civilian personnel matters?

b. Participation.

Personally signs correspondence and directives prepared on civilian personnel emphasis programs? Opens civilian management training courses, seminars, conferences? Participates in employee orientation program? Refers to the military-civilian team concept in speeches, conversation, written articles? Participates in local civilian community activities? Displays genuine interest in civilian personnel management and the civilian workforce?

2. Division Civilian Personnel Officer guidance and assistance.

a. Communication with Districts (telephonic, memos, conferences, staff reviews).

b. Participation in development of policies; in actions on CSC, DA, OCE, and any other inspections and reviews of Districts.

3. Development and Issuance of Policy Documents.

a. Currency and availability of local policies on the following:

- Alcohol and Drug Abuse
- Awards
- Career Management
- Conduct and Discipline
- Details
- Employee Compensation (Disability & Death)
- Executive Development
- EEO (Action Officer Responsibilities)
- Grievances and Appeals
- Hours of Work and Leave
- Intra-Management Communication
- Job Action Contingency Actions
- Labor Relations

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Management-Employee Relations  
Merit Placement and Promotion  
Pay Entitlement, Including FLSA  
Performance Evaluation  
Plan for Employment of the Handicapped  
Position and Pay Management  
Reduction in Force  
Training  
Upward Mobility

b. Extent to which views of managers, first line supervisors, employees and union organizations are solicited and considered prior to implementation of local policies.

4. Equal Employment Opportunity (Action Officer).

a. EEO Action Officer appointed and functioning. How?

b. Action Officer participates in the development of the EEO Affirmative Action Plan.

5. Alcohol and Drug Abuse Prevention and Control Program (ADAPCP).

a. Civilian Program Coordinator (CPC) appointed and operational.

b. Training provided the Civilian Program Coordinator.

c. Training and orientation provided managers and supervisors.

d. Adequate civilian employee health services available on-site to support the program, or, arrangements made to use community resources for treatment and rehabilitation?

e. Workforce informed of services available.

f. Counseling provided as required.

g. Any current actions? How handled? Results?

6. Recruitment and Placement.

a. Recruitment.

(1) Division Recruitment Coordinator designated and functioning. How?

(2) Staffing needs forecast. Extent! (imminent needs, short range, long range)

(3) Supervisors involved in the development and implementation of staffing plans. Action?

(4) Workforce maintained as near as possible to authorized and funded strength, but within the range of 98-100%.

(5) Support provided to and use made of special employment programs (handicapped, veterans, summer hires, host enrollees).

(6) Contacts established and maintained with colleges and universities and on-campus visits conducted, including those to minority institutions, and technical and non-technical schools.

(7) Recruitment sources utilized such as CO-OP Program, CSC, Veterans Organizations - Labor Unions - Local professional and non-professional organizations. Paid advertising used?

(8) Action to seek out minorities and females?

(9) Vacancy announcements posted.

(10) DOD priority placement program receiving attention and documentation maintained.

(11) Oversea recruitment and processing given proper attention.

b. Placement.

(1) Merit Promotion Plan current, clear and understandable.

(2) Employees aware of basic merit principles, how the Merit Promotion Plan operates, their responsibilities and opportunities for advancement.

(3) Methods for developing better candidate evaluation and techniques realistic.

(4) Supporting records properly maintained and action fully documented.

(5) Employees reaction to fairness of selections.

(6) Placement follow-ups made.

7. Career Management.

- a. Executive Planning Board established and functioning.
- b. Career program managers support in recruitment process.
- c. Recruitment situation/hire lag for career program positions at mandatory referral levels.
- d. Timeliness of career referral lists and quality of referrals.
- e. Career records maintenance current. Need up-dating.
- f. Identification of and meeting intern intake needs.
- g. Training and developmental opportunities for career field personnel fully exploited.
- h. Career Appraisals up-to-date and realistic. Follow-up system.
- i. SKAPS realistic, current, and reflect career patterns.

8. Training and Development.

- a. Training Committee appointed and active in carrying out prescribed planning, coordinating and evaluation functions.
- b. High potential managers and executives identified and developmental assignments planned.
- c. Training program plans prepared, updated, and evaluated for employees in developmental assignments; including career interns and those in special emphasis programs (Upward Mobility, Vietnam Era Veterans, Worker-Trainee, CO-OP students).
- d. SF 50's prepared for special developmental assignments.
- e. Formal plans (IDP's) prepared.
- f. New supervisors:
  - (1) Provided 40 hours of supervisory training within 6 months of assignment to supervisory duties.
  - (2) Provided 80 hours of supervisory training within 2 years of assignment to supervisory duties.

g. Employee self-development efforts actively encouraged and supported by managers and supervisors. (Professional registration and licenses)

h. Training program evaluated at least annually.

9. Position and Pay Management.

a. Position Management Officer (PMO) designated and responsibilities assigned - Understood and functioning.

b. Effect of high grade position and average grade control objectives on position and pay management.

c. Regular and ongoing coordinated position management studies completed and follow through accomplished.

d. Survey requirements completed during last fiscal year and status of current FY survey accomplishments.

e. Extent of supervisors participation in annual survey process.

f. System initiated for monitoring and controlling work assignments (details).

g. Use of DA standardized job descriptions.

h. Pay accuracy rate as close as possible to 100%, but not less than 93%.

i. Positions (filled and vacant) reviewed for necessity.

j. Job description changes furnished on a timely basis.

k. Copies of job descriptions provided employees and classification standards made available to employees.

l. FLSA status documented on job descriptions and workforce informed of the provisions of FLSA.

10. Labor Relations.

a. Labor relations policy statement or regulation issued.

b. Labor relations officer designated.

c. Labor relations counselor established in Office of Counsel.

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d. Supervisors and managers trained in requirements and procedures in contract negotiations administration.

e. Degree of effectiveness in negotiations; and in resolving complaints.

f. Work stoppage contingency plan current.

11. Management-Employee Relations.

a. Communication information system established.

b. Personnel policies and changes communicated to workforce.

c. System established for monitoring and rectifying problem areas (sick leave usage, loss rate, disciplinary actions).

d. Complaints, grievances and appeals processed on a timely basis.

e. Supervisors execute full-range of responsibilities.

f. Adequacy of working conditions and of employee services.

g. Individual counseling provided, as necessary.

h. Assessment of employees attitudes - Results of questionnaires.

12. Incentive Awards and Suggestions.

a. Awards.

(1) Extent of support by Commander and top management officials, including the development and distribution of policies and procedures.

(2) Effective use of honorary awards system beginning at mid-career levels. Has specific program required by OCE Supplement 1 to AR 672-20 been established? How many nominations for higher level awards have been submitted annually during the past three calendar years?

(3) Incentive Awards Committee established and functioning.

(4) Use of Awards in relation to DA guidelines.

(5) Extent of efforts to assure a balanced distribution of awards between supervisor/non-supervisor, WG-GS, minorities and women. Describe imbalances and corrective action.

(6) Gallery of distinguished civilian employees established?  
Location?

b. Suggestions.

(1) Program actively promoted including Commander support, participation, development and distribution of policies and procedures and promotional campaigns.

(2) Quality and quantity of suggestions in terms of significant improvements in efficiency of operations and productivity. (Tangible benefits)

(3) Timeliness of evaluations and backlog experience vs DA goals.

13. Program Planning, Self-Evaluation and Feedback System.

a. Planning.

(1) Personnel program document developed with managerial input, geared to local needs, including items of action and time frames for completion, and includes DA and OCE goals and objectives.

(2) Mobilization planning document issued, and relates to mission requirements.

(3) All applicable pre-emergency checklist actions current and complete and meet requirements of CPR 910 and ER 690-1-910.

b. Self-Evaluation.

(1) Complete staff visits of Districts by Division and maintain follow-ups on any problem areas until resolved.

(2) System designed to assess program status against DA and OCE requirements and local program objectives.

(3) Self-audits conducted as required by paragraph 4a(5), ER 690-1-250.

(4) Degree of compliance with latest CSC, DA and OCE inspections or reviews on recommended action areas.

c. Feedback System.

Commander and operating officials furnished meaningful feedback indicating progress and problems and actions tailored to organizational needs, to improve performance.

14. Effectiveness of Automation System.

- a. Processing personnel actions. (Timeliness)
- b. Extent of use of computerized information (reports, suspense listings etc).
- c. CIVPERSINS error/rejection experience.

15. Civilian Personnel Office Operations.

- a. Delegation of authority on record.
- b. Organization and functions in accordance with regulations (CPR 250.5; ER 10-1-2; ER 690-1-272).
- c. Allocated resources (staffing).
- d. Program effectiveness.
  - (1) Violation Rate.
  - (2) Self-audit system.
  - (3) Visits to supervisors and to field sites established and maintained.
- e. Physical Facilities.
  - (1) Adequate - sufficient.
  - (2) Areas available for privacy or confidential interview